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A SURVEY OF POLICE AND FIRE INTEGRATION

What cities have integrated police and fire departments? What can be achieved by integration? What steps must be followed in its installation? What is the training program?

This report is a general survey of the status of police and fire integration in the United States and is intended to provide the latest available information for interested city officials. The report discusses the following: (1) reasons for integration; (2) general organization of integrated police and fire departments; (3) steps to be taken in installing the plan; (4) combined police and fire training programs; (5) opposition to overcome; and, (6) presentation of current procedural operations. The individual status of integration is reviewed for all cities in the United States that are known to have such a program, and a section is included on Canadian cities. An annotated bibliography appears at the end of this report.

The International City Managers' Association has not taken any official position on police and fire integration, and the publication of this report does not mean that the Association either is advocating or opposing integration. The Association is interested only in presenting a factual and current report on police and fire integration.

Reasons for Interest in Integration

Within the past decade there has been greatly increased interest in the integration of police and fire departments. Briefly, police and fire integration is the assimilation of the police and fire services into one complete department manned by personnel who are trained to perform both functions with equal dispatch. Integration can include a varying degree of organization — from a central organization controlling separate fire and police divisions to a completely unified department operated by public safety officers.

The primary reason for interest in an integrated public safety department is the achievement of better police and fire service at no substantial increase in cost. Many cities, especially small residential communities within metropolitan areas, have had large increases in population in the last decade without any substantial increase in revenue except from property taxes. These cities have found it necessary to increase standard municipal services to meet the influx of population and to provide new services.

Need for Permanent Fire Department. A new service many cities now have to supply is fire protection. Formerly a volunteer fire department had been sufficient, but increase in the number of new dwellings has put a strain on such a department. Volunteers are difficult to recruit because many citizens work in nearby cities.

These cities have found it necessary therefore to establish a permanent fire department. This new fire department will be primarily a stand-by unit since the newness and uniformity of construction offers low fire hazards. Some communities are seeking another solution, and the possibility of an integrated police and fire department is being considered.

Utilization of Manpower. Other cities investigate the possibility of police and fire integration as the best way to utilize available manpower. Increased need for policemen and the reduction in the firemen work hours have made it extremely difficult for a community to keep any standard level

of public safety services without unusual increases in the public safety budget. The performance of the two public safety services by one organization appeals to such cities.

Efficiency of Operations. Police and fire integration is contemplated by some cities as a means for improving public safety services. Policemen, trained as firemen, will be available as additional manpower at large fires. Policemen, operating in faster, more maneuverable vehicles, will arrive at a fire earlier and perhaps extinguish the fire before it can spread. Policemen, engaging in normal patrol activities, will be alerted for violations of fire prevention codes.

Likewise, firemen trained as policemen, will be available for traffic control and routine police activities. Firemen, stationed at a centralized public safety headquarters, can handle many police station activities such as communications, complaints, records, and so on. Firemen, engaged in police patrol, can familiarize themselves with potential fire hazards, accesses of approach, and building construction.

Administrative Efficiency. Cities also consider the savings in administrative costs achieved by integration. A well organized public safety department can aid in the elimination of certain duplication in the alarm system, organizational planning, clerical procedures, and functional spacing. Police and fire calls can be routed through a central communications section. Police call boxes and fire alarm boxes can be replaced by a control telephone alarm communications system. Planning for future public safety programs can be easier under a unified department. The wasteful competition of two separate departments seeking favorable support of their programs at budget time can be eliminated. Separate clerical functions can be combined, and in some instances separate records can be consolidated. Duplication of functional office space, equipment, furniture, training aids, and so on can be reduced or eliminated.

Organization for Police and Fire Integration

The best material on the detailed organization of an integrated public safety department is found in the two books published by the Public Administration Service, 1313 East 60 Street, Chicago 37, in 1955: *Police and Fire Integration in the Small City* and *A Frontier of Municipal Safety*, both by Charles S. James. The books review the advantages of an integrated department, the best means of initiating a program, and the organizational set-up of a department in a typical city. Both books contain charts, tables, record forms, work schedules, ordinances, and statistics which are invaluable as guides for a specific organization.

The organization of the public safety department is different in each city and is dependent upon state statutes, local situations, and traditions. There are, however, three main classes of public safety departments in which most cities can be grouped.

Complete Integration. Under complete integration the public safety department eliminates the separate departments of police and fire. The personnel in the public safety department are known as public safety officers who are capable equally of performing police and fire functions.

The department is headed by a director of public safety whose prime responsibility is to coordinate all phases and activities under his jurisdiction. Depending upon the size of the department, there may be supervisory personnel in charge of definite police and fire activities. For example, there may be an officer in charge of fire services who would be responsible for fire training, drill, and equipment and who would be available for general supervision at large fires. During such time the public safety officers would be under his jurisdiction.

Specialization in this type of organization is kept to a minimum. There may be need for certain supervisory personnel, technicians, investigation officers, apparatus operators, and so on. Nevertheless all personnel in the department would be expected to perform equally in either police or fire service.

All public safety officers would be used on police patrol during their tour of duty at which time they would be responsible for normal police activities, fire prevention and inspection, and all fire calls within a particular jurisdiction. The public safety officer normally works an eight-hour shift, five or six days a week.

Partial Integration. Under this system the public safety department combines the operation of the police and fire departments but retains them as separate organizations. Actually there is little difference between this type of integration and the former type, except as to the degree of organization. All personnel will be trained in police and fire functions, but there are separate divisions of police and fire, and personnel are assigned to each.

The public safety department is the central administrative agency. A director of public safety heads the department and acts as coordinator between the two functions. Depending upon the size of the department, there may be several deputies or assistant directors who will be in charge of police functions, fire service, and such specialized groups as detective bureau, service bureau, and arson bureau.

The public safety officers assigned to the police division are primarily patrolmen who will assist and cooperate in fire-fighting activities. This division will be the larger because its personnel will act as the reserve strength for the fire division.

The public safety officers who are primarily firemen will be assigned as stand-by personnel to man the fire apparatus. The number of such personnel will be kept to a minimum for additional manpower will be secured from personnel on police patrol. If the department is housed in a central public safety building, the public safety officers assigned on permanent fire detail will be used to perform police duties which can be dropped to answer fire calls.

The personnel assigned to the police division will normally work an eight-hour shift, five or six days a week. The personnel assigned to the fire division will normally work the average firemen's shift, 24 hours on and 24 hours off for 56, 63, or 72 hours a week. These men will be allowed to sleep on duty and to engage in some recreational activities on duty.

An Integrated Department with a Volunteer Fire Department. There is another type of integrated organization generally found in small communities which never had an organized fire department. In these cities the police force has always handled the fire function and is supplemented by a volunteer fire department or by other city employees acting as call firemen. The police force is trained to fight fires and operate fire equipment. Generally in this community the potential fire hazards are at a minimum, and the police activities are of a routine nature — mostly traffic enforcement.

Steps in Planning Integration

In combining or integrating police and fire activities, a series of steps normally are followed. It must be stressed that gradual action has proven to be the best method in achieving police and fire integration. The philosophy of separate departments has existed in municipal government for nearly three-fourths of a century. It cannot be expected that an integrated program can be instituted within a relatively short period of time. Such a program should be a gradual undertaking with careful planning and study.

Selling the Plan. The first step is selling the plan to the city council, the police and fire departments, and the public. The following program is quoted from a speech given by Robert B. Morris, village manager, Glencoe, Illinois, at a session on police and fire integration at the annual conference of the International City Managers' Association at Banff, Alberta, Canada, on September 18, 1956.

Introduction. If you are interested in selling your council, firemen, policemen, and public on integrating fire and police work, may I suggest that you use extreme caution. You may believe that integration sounds logical and is just the system for your community. But watch out! The method of putting it into effect is important. Plan your selling program well in advance. . . . Custom and tradition are against you. If you attempt integration, you will be bucking a long history of separate fire and police departments.

Probably your toughest job will be in selling your firemen and policemen, including your chief. Your next toughest job will be in selling your council, and easiest, in selling the public.

Selling the Council. However, your first job will be to sell your council on the merits of the idea. Point out to your council the advantages of combined fire-police service. These advantages . . . are your real selling points to your council. These advantages include the following:

1. More trained manpower available for either fire or police duty;
2. Single hierarchy of command resulting in no duplication and better planning, coordination, public relations, training and communications;
3. Faster and better fire and police services, including increased patrol and increased fire prevention activities;
4. More capable fire and police employees resulting from more interesting, challenging, and higher level jobs;
5. Little or no idle unproductive time for firemen;
6. Higher morale among fire-police employees; and
7. Long-range economy resulting from higher standard of service at a lower unit cost.

These advantages summed up mean that fewer men in an integrated department can perform better service than more men in separate fire and police departments.

Several managers have sold their councils by showing that fire and police services could be improved, at the same time substantial dollar savings could result, if their cities adopted integration. Councils that are shown the advantage of integrated service will sell themselves on its desirability. In several cities managers have used written reports to sell their councils. Generally these reports stressed improved service and better fire and police working conditions and higher morale under integration.

Selling the Firemen and Policemen. Your second and most difficult job is to sell your present firemen and policemen, including your two chiefs. Instinctively, most firemen will not admit any interest in being policemen and most policemen will not admit any interest in being firemen.

I would like to suggest one way of approaching this job of selling your firemen and policemen. It is what I term the gradual approach. Under this method, you first might talk the plan over with your chiefs informally and confidentially. Take them to visit cities having integrated departments. Show them how your fire and police employees — as well as the public — will benefit from integration. Don't move into the next phase until you have sold your two chiefs on the plan. If you can't sell them, you probably can't sell your firemen and policemen either.

After selling your two chiefs, then you might continue your gradual approach by carefully selecting several of your most promising, capable firemen and policemen for special training in both fire and police work. Let them know that they have been singled out for a more responsible, higher level position as a combined fireman-policeman and that, if they succeed in training for this dual role, they will receive a monthly salary boost. . . .

No man [should take] part in the training unless he asks for it and wants it. The city administration, therefore, [will be in a] fortunate position of being able to tell the men, before the training began, that its success would depend largely upon the interest, willingness, and ability of the men in carrying out the training and combined operation. The men knew that if the program failed they would lose their . . . pay increase. The men then had a stake in the new operation. Subsequently they have made the plan work.

These gradual steps may take months or even several years, but I predict that you will have less trouble if you use the gradual approach and have your present firemen and policemen with you and not against you. Integration has definite advantages from the points of view of your fire and police employees. Convince them, and your job will be easier.

Selling the Public. Your easiest job is in selling the public — if you first have successfully sold your council and your firemen and policemen. The citizen does not care whether the equipment that extinguishes the fire in his home comes on the fire apparatus or in a patrol car, but he is concerned about rapid, economical, and superior service. An integrated department can provide this improved service. In integrated operations, a patrol car arrives at the scene of most fire or rescue calls before the fire apparatus. Frequently the fire-trained patrol officers have the fire or other incident under control before the fire apparatus arrives.

Conclusion. I have visited and observed integrated operations in Sunnyvale, California; Oakwood, Ohio; and Oak Park, Michigan. Each of these communities is different, and yet each has one thing in common: Policemen perform fire fighting and firemen perform police duties. In these cities, the integrated system is not guess work. It has been successful to their city councils, police-fire employees, and the public.

In conclusion, if you're interested in selling your council, policemen, firemen, and public, develop your selling program gradually. Begin by becoming acquainted with the operations in cities having integrated systems. Contrary to the beliefs of some, there are successfully operated, fully integrated departments in a handful of cities, and there are successfully operated partially integrated departments in a number of other cities.

Legislation. Following the acceptance of an integrated police-fire department, the next step is to provide by ordinance for a department of public safety. State statutes should be examined to ascertain the legality of an integrated program. State civil service laws and pension plans have to be considered in relation to state laws.

Director of Public Safety. The director of public safety should be a professionally trained man who has administrative ability and who will be able to coordinate the two functions. Officers in the two separate departments should be allowed to compete for the position. It is not unusual to

allow nonresidents to apply for the job. The success of the initial integration program depends to a large extent on the abilities of the public safety director.

Training. Most important in the initial step in integration is a complete and thorough training program which is given to regular members of the department and to recruits. The training program should be extended over a period of several years and should be thoroughly considered in all steps. This training is very important for no longer are personnel being trained solely as policemen or as firemen. Personnel must be trained as public safety officers well prepared in both functions.

Regular personnel should be allowed to volunteer for training. As an incentive measure, it is not unusual to offer salary increases upon completion of each step of the training program. The progress of the training program should coincide with the progress of police and fire integration.

The training program usually is divided into four phases. The first phase is the indoctrination program. Firemen should be trained in the elementary functions and duties of policemen. Policemen should be instructed in the elementary functions of firemen. During this time policemen will give prime concern to police functions. The same will be true for firemen.

Park Forest, Illinois, in instituting its program gave the police officers 20 hours of instruction in fire-fighting procedures. Two-hour training sessions took place in the fire station or on the grounds. The training program was planned by the fire chief and administered by the officers and men of that department. Supplementary sessions were given to insure complete training for each police officer. Police officers were able to assist firemen after six hours of training. Approximately six weeks were required to complete the fire training phase. Next, the city gave 20 hours of police instruction to firemen. Emphasis was placed on station duties, but training was also provided in patrol procedures. Training sessions averaged two hours each and were given while on duty. The police chief and the officers of the police department were responsible for the program.

The second phase of the training program is familiarization of policemen and firemen with duties as public safety officers. After the men in both departments have learned each other's duties, they should put their knowledge to work. This can be accomplished by on-the-job training and procedural operations. The policemen should learn to think as public safety officers by performing police and fire duties simultaneously and not to think as policemen aiding firemen. The same should be true for the firemen. This can be accomplished by providing advanced training in police and fire techniques and having an operational procedure guide for the public safety officers.

Grosse Pointe Woods, Michigan, sends its public safety officers to the police administration school at Michigan State University, the fire college at the University of Michigan Fire College, regional fire schools, regional Federal Bureau of Investigation schools, and to other short courses involving preparation of evidence, photography, first aid, and so on.

The third stage in the training program is preparing public safety officers for specialized work in police and fire. A city may find that because of a particular situation or because of its relative size it may be necessary to allow some of its public safety officers to perform specialized duties which would mean special training. This could include such positions as detective, juvenile officer, arson investigator, and communications officer.

The fourth phase is continuous in-service and on-the-job training which can be found in any well operated police or fire department. A public safety officer should be allowed to develop his full potential and should have the opportunity of receiving training lectures, classroom discussions, and correspondence courses which would prepare him to assume more responsibilities. The personnel in the department should be informed continuously on new developments in the field of police and fire and should have the opportunity to exchange information with professional organizations and other police and fire departments.

Organizations Opposed to Integration

The growth of the acceptance of police and fire integration has caused the police and fire associations to be highly critical of and even opposed to any such program. In some cities organized

opposition has been so strong that integration has been defeated before it could be placed in operation.

Normally the policemen are not as concerned with integration as are the firemen. Opposition to the plan is generally on an individual basis. The International Association of Chiefs of Police has not defined an official position on the question of integration. The subject did receive some consideration at the IACP annual conference in Chicago in September, 1956. (See bibliography, item 7.) It was felt that the positions of policemen and firemen were so different and specialized that they could never be merged.

The most vehement opposition to integration stems from professional fire organizations and allied associations. The International Association of Fire Fighters has been fully opposed to the concepts of police and fire integration. The IAFF has printed numerous articles in its magazine, *International Fire Fighter*, and a brochure which are highly critical of this movement. The IAFF state and local groups have carried on active campaigns against integration. In Peoria, Illinois, the firemen's union compiled for general distribution a brochure attacking police and fire integration at the time it was being considered by the city council. (See bibliography, items 2, 12, 28, 33, 45, and 49.)

At its annual meeting in New Orleans in September, 1957, the International Association of Fire Chiefs adopted a lengthy resolution in opposition to the integration of public safety services. In addition it has also made a critical survey of the Oak Park, Michigan, public safety department and has reported on integration in Canada. (See bibliography, items 8, 9, and 31.) The Canadian Association of Fire Marshalls at its annual conference at Niagara Falls, Ontario in June, 1957, voted unanimously to oppose integration of police and fire departments. (See bibliography, item 31.)

The National Board of Fire Underwriters has been cautious in its opinion of police and fire integration. The organization has stated, however, that the program does not provide the best available fire protection. In November, 1953, the NBFU issued a special bulletin on this subject which, among other things, stated:

"The National Board of Fire Underwriters is sympathetic with any municipal economy move which does not adversely affect the over-all public fire protection of a city or town and thereby imperil the lives and property of its citizens should fire break out.

.....
"It seems evident that the two types of work, namely, that of a fire department and that of a police department are quite incompatible. ..." (See bibliography, item 30.)

The NBFU clarified the above statement in a letter to the International City Managers' Association, dated September 27, 1957, which stated: "So far as we know, no city has yet developed a plan of combined fire-police service that has proved feasible and practical."

The National Fire Protection Association has never taken an official stand on police and fire integration, but it is not favorable to the idea. Horatio Bond, chief engineer of the Association has stated that "... very few cities have seriously considered the idea of combining their police and fire departments. In fact, it is such an unimportant idea that the National Fire Protection Association has never published an official opinion on it." In a two-page memorandum by Mr. Bond, issued by NFPA in 1957, it is stated that "this staff [NFPA] has studied fire department situations in cities and towns of all sizes for many years, and are convinced that there is no advantage either from the point of view of economy or efficiency in the combining of police and fire department functions."

Mr. Bond further observes that few cities have continued very long the operation of a completely integrated police and fire department. He notes that many of the departments described as integrated actually operate their fire and police functions with separate personnel.

The NFPA staff suggests that the small community which is faced with increasing fire and police costs allow members of the police department to serve as members of a part-paid or volunteer fire company. The NFPA also believes fire department operating costs can be spread by larger fire districts, such as having one fire district for a metropolitan area or at least placing all or part of the suburban area under a county fire department of which there are examples in Baltimore and Los Angeles Counties.

Finally, Mr. Bond believes that public officials who consider integration of police and fire departments should read a recently published book entitled, *A History of the British Fire Service*, by G. V. Blackstone, chief officer of the Hertfordshire Fire Brigade (Routledge & Kegan Paul, Ltd., 68-74 Carter Lane, London E. C. 4., England. Postpaid \$9, or 63 shillings by international money order). Mr. Bond says that this book traces the long struggle of fire departments to gain independence from police and recognition as professional agencies. England had a considerable number of combined police-fire forces because the state paid the local authority part of the cost of the police force. The incentive for combining the fire brigade with the police, Mr. Bond states, was to conceal many of the fire expenses in the police budget. He believes this is essentially the same thing that is being attempted in cities in which police and fire department integration has been proposed in the United States and Canada.

Summary

The public safety program should be flexible so that it can meet the various needs of the community. The public safety program should be acceptable to the council, the police and fire departments, and to the public. Any type of integrated program should be instituted gradually. The training program should be instituted gradually and should be given prime consideration in setting up an integrated department. Its development should concur with development of the department of public safety. The program will meet organized opposition. The best method of overcoming such resistance is to have all available facts on integration made known and to point out its greatest benefit — efficient operation at less cost.

An administrator seeking information on better utilization of his police and fire manpower will be interested to know that 60 communities in the United States and Canada have been reported as having some experience with or have contemplated recently police and fire integration.

Cities such as Oak Park and Grosse Pointe Woods, Michigan; Glencoe, Illinois; Oakwood, Ohio; and Sunnyvale, California, can be looked upon as communities which have achieved full integration. All of these communities are of substantial size and have need for full-scale police and fire service. All have provided adequate services in both fields.

Other communities have successfully relied upon its police department, trained in fire operations, to provide public safety services. Most of these communities are small in size — such as Sewickley Heights, Pennsylvania; Grosse Pointe Shores, Michigan; and River Hills, Wisconsin — and need only the minimum amount of public safety services. Nevertheless, their organizations have been able to both function efficiently and economically.

Then there are other communities of varying sizes, with different problems and scattered locations — such as Winston-Salem, North Carolina; Park Forest, Illinois; and Milton-Freewater, Oregon — that have undertaken preliminary experiments of better utilization of public safety manpower in an effort to improve services and to lower costs.

Status of Police and Fire Integration in Cities

The following section lists all cities in the United States which have or may have had some type of police and fire integration program. In addition Canadian cities are reported in a separate section immediately following this one. Cities are included which have had recent surveys on a public safety department but which have taken no action. A brief description of the extent of integration or proposed integration is given. Wherever possible, the information appearing in this report was verified by each city before publication so as to be as accurate and current as possible.

Buena Park, California (10,000).¹ In November, 1956, the voters determined, by a two-to-one

¹An article by William L. Miller in *Fire Engineering*, February, 1957 (see bibliography, item 41), lists the Californian cities of Buena Park, Hawthorne, Monterey Park, Sanger, and San Marino, as having adopted a program of police and fire integration and subsequently abandoning it. Sanger failed to reply to inquiries for verification of this information. Hawthorne until 1951 had a degree of integration with volunteer and paid firemen serving under the police chief. Monterey Park and San Marino never combined their police and fire departments. (See individual summaries for these cities).

margin, that the city should have separate police and fire departments. The reorganization of these departments has taken place, and the city now functions with separate police and fire departments.

Dearborn, Michigan (135,000). Preparations for supplementary fire fighting by police officers have been under way since early 1957. All new recruits are hired as policemen, and they undertake fire-fighting training. Present personnel voluntarily may take the dual training at incentive pay. A fleet of 25 station wagons, equipped with fire extinguishers, collapsible stretchers, rubber boots, two-way radio, and so on went into service in October, 1957. Manned as far as possible by men with dual training, these units serve as police patrol cars and as cruising fire rigs. These units, arriving within seconds after dispatch by two-way radio, handle small fires. Meanwhile, the heavy equipment from the stations will continue to answer all alarms, but can be intercepted by radio and returned to their stations in case of false alarms or fires extinguished by the police-fire cruisers.

Edgewood, Pennsylvania (5,000). The police chief serves as the fire chief and directs operations and performance at the scene of a fire in addition to regular police duties. He also is in charge of fire prevention and fire code inspection and conducts fire drills for all city employees and volunteers. All borough employees, including the police chief, are trained as firemen. The police desk sergeant serves as apparatus driver. Several public works employees have quarters in the municipal building and are available for night fire duty.

Evanston, Illinois (75,000). A pending reduction in the work week for both the firemen and the policemen indicated that 30 new positions (16 firemen and 14 policemen) were needed to maintain adequate service. The cost to the city would have been \$170,000 to \$180,000 per year.

On April 1, 1957, a plan for cooperative police and fire operations went into effect. Twenty-two men (14 authorized new personnel and eight vacancies) were recruited. These men were given two weeks of regular police training and one week of fire training. The men were assigned to patrol duties in four-door station wagons equipped with fire extinguishers and stretchers. There are two men to a station wagon, and they will respond to all fire calls in their half of the city. There are eight such men per shift at present. They are expected to assist firemen in large fires and to handle small fires before the arrival of the firemen.

All additional and future replacement personnel to the police department will receive fire training and will act as auxiliary firemen. No new firemen will be recruited. This will result in an estimated savings of \$90,000 to \$100,000 per year. At present, no actual integration of the separate departments is contemplated, although the city council, in approving the plan, requested the city manager to continue studies in this field.

Fort Lauderdale, Florida (63,000). This city does not have an integrated police and fire department; it has, however, combined some functions of the two departments. Since January, 1956, a security patrol composed of qualified personnel from both the police and fire departments, who have received intensive training in fire fighting, police activities, first aid, and the use of certain rescue and life saving equipment, has been in operation.

A few of the duties of the security patrol are smoke complaints, fire-fighting duties, fire prevention duties, emergency first aid, traffic enforcement, police patrol, and crime prevention. This patrol is under the jurisdiction of the police department except on a fire call, at which time it comes under the command of the senior fire officer on duty. The patrol operates five one-man station wagons that are equipped with fire extinguishers, a resuscitator, a first aid kit, a fire axe, fire tools, and fire clothing.

Fox Point, Wisconsin (6,500). This residential suburb of Milwaukee began integration in January, 1957. There is a public safety department headed by a chief and divided into a police section of one captain and two lieutenants, a fire section of three lieutenants, and patrolmen and volunteer firemen. Each patrolman is assigned a regular patrol beat and has an added responsibility of answering fire calls in his jurisdiction. At the scene of the fire the patrolmen come under the jurisdiction of the fire lieutenant who is the over-all supervisor of fire-fighting activities. If a patrolman is assigned to quarters for fire-fighting activities he comes under the jurisdiction of the fire lieutenant. The new department operates on eight-hour shifts. Each man is on duty for four days, has one day off, then is on duty for four days and has two days off.

Glencoe, Illinois (8,600). This city on the outskirts of Chicago has had an integrated police and fire department since 1954. The present organization consists of one director of public safety (police chief), one assistant director of public safety (fire chief), one fire captain, two police sergeants, two civilian communications operators, 12 men who are primarily policemen who also perform fire-fighting duties, and six men who are primarily firemen who perform police duties. All personnel have been trained to perform both police and fire duties. All new men added to the department have been selected on the basis of police and fire interest and capacity.

The policemen patrol in specially equipped station wagons carrying fire equipment and fire extinguishers. They answer all fire alarms and assist firemen in controlling fires. In many instances the policemen arrive before the firemen and are able to extinguish the fire themselves.

Firemen do not go on police patrol but do handle such station work as fingerprinting, record keeping, and parking meter repairing.

Grosse Pointe Shores, Michigan (2,000). This small residential suburb of Detroit, has had an integrated public safety department since the city was incorporated in 1911. The community is zoned for single-family dwellings, and there is no industry located within its boundaries.

The fire protection service is handled by the 17-man police force. All police officers are trained in both police and fire duties. In addition, public works employees are trained in fire fighting and answer all fire alarms. Equipment includes a 750 gpm pumper, a service truck, one combined ambulance-police patrol car, and four four-door scout cars. All equipment with the exception of the pumper has two-way radio.

Grosse Pointe Woods, Michigan (18,000). This suburban city has had a completely integrated department since 1944. Today, the department has a director, three lieutenants, four sergeants, 22 public safety officers, a civilian clerk, a civilian telephone switchboard operator, and 12 volunteer auxiliary officers who assist in fire fighting only. The department works eight-hour shifts for a 40-hour week.

The candidates for the public safety department are selected on the basis of physical ability, a written examination conducted by the Michigan Municipal League, and an oral interview by a psychiatrist. The new officer is on probation for a period of one year, a large portion of which he spends in school and in training. His starting salary is \$5,250 per year plus \$300 per year after he has completed his probation period. In addition he receives a \$5,000 group life insurance policy and a \$75 a year uniform allowance.

The public safety officer receives continuous in-service training and is sent to police administration school at Michigan State College, the University of Michigan Fire College, regional fire schools, regional FBI schools, and short courses involving police and fire subjects.

The department has three patrol cars, a director's car, a detective car, a dog wagon, two 750 gpm pumpers, and an ambulance. All vehicles are equipped with fire extinguishers and two-way radio. All vehicles can answer fire alarms.

When a fire call is received, the officer on duty at headquarters responds with one of the pumpers and the communications officer dispatches all police cars to the scene of the fire. The first officer to arrive at the scene investigates the fire, radios headquarters informing them of the situation, and advises if additional equipment and personnel are needed.

Hawthorne, California (31,000). Until 1951 the city had a degree of integration with volunteer and two paid firemen serving under the police chief. A separate full-time fire department was established in 1951 and now has 28 paid firemen and 11 volunteers. (See footnote 1, page 7. See also bibliography, items 41 and 50.)

Highland Park, Illinois (24,000). In August, 1957, this city began a plan to utilize its manpower in both the police and fire department. The idea was presented to the city council and to the citizens on the basis of a report of a citizens' committee which stated that the fire department cost will be increased almost 50 per cent because of the state legislation reducing the firemen's work week to 56 hours. The policemen were influenced by the promise of premium pay and a greater professional challenge of the dual nature of the work. The firemen were convinced because the report showed that the plan was the only possible solution in the face of the city's limited financial resources.

The only change in the present organization is that 10 policemen are trained in both police and fire duties and will be called for fire duties as needed. The training program is voluntary, and the participants will be given premium pay upon successful completion of the course. These policemen will be responsible to their superiors in the police department except when needed for fire duty. Then they are under the control of the fire department. The trained policemen will patrol in regular patrol vehicles equipped with fire extinguishers and minor fire equipment and will respond to all fire calls.

Huntington Woods, Michigan (8,500). This city combined its public safety departments some 25 years ago as an economy move, and it has proved quite successful.

The department of public safety has a total of 14 men including a chief, two sergeants, eight patrolmen, a combination desk clerk and patrolwoman, and two night clerks. Four men, two sergeants and two patrolmen, work 24-hour shifts in pairs. Each of the two men on duty alternate between six hours of patrol duty and six hours of station duty from 7:30 a.m. to midnight. In addition two patrolmen, working a normal 40-hour week, are on duty from 8:00 p.m. to 4:00 a.m. and from midnight to 8:00 a.m. respectively. Three patrolmen serve as relief. One patrolman is the investigating officer and works an eight-hour day. The desk clerk-patrolwoman works from 8:00 a.m. to 5:00 p.m., five days a week and issues driver licenses and dog licenses, handles the violation bureau, and performs other miscellaneous tasks. The two night clerks are college students who alternate nights from 5:00 p.m. to 8:00 a.m. and all day Sundays and holidays. They remain at the station at all times, answer police and fire telephone calls, operate the radio, and do janitorial work. The regular force is further supplemented by a volunteer fire company of 15 men and an auxiliary police reserve of 15 men.

Lincoln, Nebraska (99,000). This city experimented with a plan for utilization of firemen from February to August, 1957. Firemen were to accompany policemen on motor patrol in both residential and business districts. The plan met with strenuous opposition by members of the fire department, and it was impossible to come to any compromise agreement to continue on a permanent basis. The experiment was abandoned.

Milton-Freewater, Oregon (4,200). In January, 1957, the city council consolidated the police and fire services into a department of public safety. This change was made when the Oregon Inspection Bureau suggested that the city maintain a full-time fire department. Up to that time the city has been served by two volunteer fire companies of 12 volunteers each. The present plan for consolidation is expected to take two years for completion.

The police department consists of a chief and five officers, two of the officers are on duty at all times. They operate two station wagons equipped with fire extinguishers, first aid equipment, and stretchers. The policemen will be given fire training and will respond to all fires. The volunteer fire department will be retained.

Monterey Park, California (31,000). This city attempted integration in 1954. A director of public safety was hired and four men were employed to undergo police and fire training. This training was not begun, and the men were assigned to the separate departments. The basic plans for integration failed to receive the support of the police and fire departments and the general public, and the plan was abandoned.

North Augusta, South Carolina (8,900). This city has an integrated public safety department consisting of a police force and a volunteer fire department. The police force of one chief and six police officers work a 48-hour week. These men have been given comprehensive training in fire fighting and fire prevention. The policemen are dispatched to all fire calls to take all possible action before the volunteer fire department arrives. In many cases, the policemen are able to extinguish small fires before the arrival of additional personnel.

Oak Park, Michigan (28,000). This city has had a fully integrated police and fire department since 1954. The move for such a program was brought about when a report revealed that the continuous growth of the community would necessitate additional policemen and firemen beyond the city's financial means. At the present time the department of public safety has 55 public safety officers and three civilian employees. It is estimated that at least 70 policemen and firemen would be needed for this city under the old plan.

Integration started with a training program that did not interfere with the regular schedule. The policemen were given 15 hours of fire training plus two hours of practice each month. The firemen were given on the job police training including accompanying policemen on their regular patrol routes. Six months after the start of the program both departments were combined and all men went on eight-hour shifts.

The department is headed by a director. The special services division has one sergeant, four communications officers and three clerks and the investigations division has one sergeant and two detectives. A fire marshall acts as tactical fire commander and has the responsibilities of fire prevention, training, and education. The rest of the personnel are assigned to the operations division. This division, headed by a captain, has a juvenile bureau of one man and a patrol bureau. The patrol bureau is divided into three shifts. Each shift is supervised by a lieutenant with a patrol sergeant, three fire engineers, and five public safety officers. The fire engineers are assigned to the station and perform routine clerical functions, report writing, and vehicle maintenance. Nearly all of these men are rotated so that they receive patrol assignments.

The department of public safety has temporarily discontinued the use of station wagons for police patrol. They have been replaced by four-door sedans with a rack in the luggage compartment which holds three types of fire extinguishers, fire tools, blankets, flares, smoke masks, and a duffel bag with fire fighting clothing.

When a fire is reported, public safety officers patrolling the area are dispatched. Off-duty personnel and volunteers may be summoned in multiple alarm fires. One or more one-man patrol vehicles is kept on the road at all times.

Oakwood P.O. Dayton 9, Ohio (10,000). This city has had an integrated public safety department for nearly 30 years. The personnel of the department is composed of a chief of the department, three captains, four sergeants, 21 patrolmen, four radio dispatchers, three school crossing patrolmen, and one radio technician. The chief is in active control of all departmental business, working an eight-hour day and subject to call at any time. Each sergeant is in charge of an eight-hour patrol shift. The additional sergeant acts as relief man. There are three "property protection crews," each consisting of one captain and six patrolmen. Each crew is on duty 24 hours and off duty 48 hours. Two men in the crew will engage in police patrol from 8:00 a.m. to 4:00 p.m. and return to the station for stand-by fire duty. There is another patrol of two men from 4:00 p.m. to midnight. One man remains at the station at all times to act as cook and apparatus driver and another man acts as relief man. After midnight two patrolmen are on duty who work an eight hour shift from midnight to 8:00 a.m. Every member of the property protection crew takes a tour of duty on either one of the three aforementioned shifts.

Oregon City, Oregon (8,200). This city has a public safety department headed by a director and two assistant directors. The 15-man police force and the firemen are given training in both services. Patrol cars are equipped with fire extinguishers, and policemen respond to fire alarms as determined by the dispatcher. Firemen are used to assist policemen in traffic control.

Park Forest, Illinois (28,000). In May, 1957, this Chicago suburb combined some of the duties of fire and police personnel. The village is composed of single-family dwellings and at present has no industry.

The program provides for complete training for all personnel in the duties of the two departments. In the first stage of training, police officers received 20 hours of instruction in fire-fighting procedures. Next, fire personnel received 20 hours of instruction in police procedures. Additional training has not been planned until sufficient experience has been gained from operations to determine further training needs.

Under normal conditions there are four firemen on duty at the fire station and four police officers on patrol. When an alarm is received, four firemen and one piece of apparatus are dispatched. At the same time two of the four policemen on patrol are sent to the fire. If a policeman arrives on the scene first, he evaluates the seriousness of the fire, evacuates occupants, and, if needed, prepares the hydrant for the arrival of the apparatus.

Peoria, Illinois (113,000). On September 10, 1957, the city council rejected a plan for

integration of the police and fire departments. A plan for integration was contemplated because of the pending necessity to reduce the firemen's work week to 56 hours, and the program called for partial integration of police and fire functions.

The new organization would have consisted of 18 staff officers, 115 firemen, 97 policemen, and 68 public safety officers (29 from the fire department and 39 from the police department). The public safety officers would have been used to supplement fire department manpower when needed and to engage in regular police patrol. These men after completion of their training were to receive salary increases equivalent to the grade of detective. They would have been assigned to the city's firehouses but would have been engaged in police patrol. It was estimated that the initial cost of the program would have been approximately \$25,000 with an annual recurring cost of \$20,340. The estimated additional cost of providing maximum police and fire protection under the present system is estimated at \$126,000 for the first year with an eventual yearly cost of \$143,000.

Port Huron, Michigan (36,000). A study undertaken by the Citizens Research Council of Michigan in April, 1957, considered the integration of police and fire services in this city. (See bibliography, item 3.) At the present time no action has been taken by the city council.

The study proposed a unified department consisting of four divisions: an investigation bureau, a service division, an operations division consisting of supervisory personnel and public safety officers, and a fire division consisting of supervisory personnel and fire apparatus operators. The police personnel would work a 40-hour week while the fire apparatus personnel would work a 63 or 56-hour week. The fire apparatus drivers would respond to alarms and would be assisted at the scene by public safety officers arriving in patrol cars.

River Hills, Wisconsin (1,200). This small suburb of Milwaukee has had an integrated department since 1945. The police chief assumes the duty of fire chief, and the remaining police officers form a nucleus for a fire-fighting force. The organization consists of a 12-man police force and 20 volunteer firemen. All police officers perform both police and fire duties, but the volunteer firemen perform only fire-fighting activities. There are three pieces of fire equipment plus two police squad cars equipped with fire extinguishers and a police ambulance.

Sanger, California (7,000). This city may have abandoned a program of police and fire integration. No direct information was furnished. (See footnote 1, page 7. See also bibliography, item 41.)

San Marino, California (13,000). Contrary to information published in the *Fire Engineering*, February, 1957, this city has never had or even contemplated a program of police and fire integration.

Sewickley Heights, Pennsylvania (820). This highly zoned residential community of 4.5 square miles has had a combined police and fire department since 1935. Nine full-time employees are on the fire force. The police department has a chief and four full-time patrolmen. The street department and the general administration section have two full-time men each. Two police cars and a one and one-half ton truck are equipped with radios. There are also two pieces of fire apparatus. One piece of equipment is outfitted for brush fire service since most of the fires in recent years have been of this type. The policemen make inspection of all homes for fire hazards as well as routine police patrol.

Shorewood, Wisconsin (16,000). In April, 1956, a study was undertaken which recommended that this community undertake a gradual program of further integration of its police and fire functions. At the present time no action has been taken.

The present police and fire departments are headed by a single chief in a single building with a single communications network. It was recommended that a new group of public safety officers be developed by training part of the personnel from each of the police and fire departments. Such officers would generally be on police patrol but also would serve as firefighters in case of need. In addition, it was recommended that a specialist division be established with positions for investigation, prevention, and training officers, and that a service division be established with positions to handle records, communications, clerical services, and the jail.

Sunnyvale, California (35,000). This city has had an integrated department since 1950. Prior

to that time the public safety organization consisted of 16 policemen and a volunteer fire department. The force now consists of 64 men — a chief, five captains, six lieutenants, six communications operators, and 46 public safety officers.

All patrolmen are trained in fire-fighting procedures, and new recruits are trained in both police and fire functions. Each shift assigns two men to each of the city's two fire houses to maintain and operate the equipment. The men are rotated between police patrol and fire house duties.

It has been estimated that the program has brought a savings of 20 to 25 per cent in cost, shorter working hours, a better salary schedule, higher caliber of men, elimination of wasteful competition between the two departments, and a larger manpower reserve.

West Miami, Florida (6,500). In 1955, a program of interdepartmental training was initiated. Policemen were given instructions in fire techniques by firemen, and instruction in police work was given the firemen by police personnel. The program was put into practice, but a change in administration caused the program to be abandoned.

Whitefish Bay, Wisconsin (15,000). The study conducted for Shorewood, Wisconsin, also applies to this city.

Winston-Salem, North Carolina (88,000). A fire-police patrol was begun on an experimental basis in September, 1957. One fire company is being used to initiate the patrol plan, and the patrol operates under command of the fire department with the advice and cooperation of the police department.

The fire company has four men on duty at all times: two at the station and two on patrol. This requires a total complement of 14 men, six of whom are station men working the fireman's normal 66-hour week and eight of whom are patrolmen working the policeman's normal 44-hour week. In contrast, the traditional separate organization would require 19 men: 11 firemen and eight policemen.

Fire-police patrolmen carry on the full scope of police patrol duties within the territory of this fire company. They patrol in a station wagon carrying fire fighting clothing and small fire-fighting equipment.

Two-way radio contact is maintained constantly with both fire headquarters and police headquarters. Standing orders require the patrolmen to respond to a fire call regardless of what they may be doing at the time of the call.

Integration in Canada

Approximately two dozen Canadian cities in the province of Quebec have some program of police and fire integration. Little, however, is known about the details of the programs. Each of the above cities was contacted by mail with a request for more information, but few replied.

The most current source available on integration in Canada can be found in the August, 1957, *Newsletter* of the International Association of Fire Chiefs. This issue contains a summary of the findings of an inspection trip by personnel from the provincial fire marshal's office in Ontario who made a trip to 23 cities in Quebec with integrated departments. (See bibliography, item 31.)

The organization in each of the cities visited is described. Several degrees of integration were found to exist. Some cities had completely integrated public safety departments, others had separate fire and police departments under the direction of one chief, and others had a police department trained in fire fighting which aided a volunteer fire department.

Only those cities that supplied direct information are used in this report. The cities which may have or have had integration and which failed to provide information are listed after the descriptions of the Canadian cities.

Cap-de-la-Madeleine, Quebec (22,000). This city has had an integrated police and fire department since its incorporation. At the present time there are 28 public safety officers, four squad cars, two 550 gpm pumpers, and one ladder truck. The integrated department has given satisfactory service and costs the city an estimated 30 per cent less than a two-department organization.

Chicoutimi, Quebec (27,000). This city has had an integrated public safety department since its incorporation. A police chief supervises the department's personnel, and a fire chief has supervision over the men when they answer a fire call. Two men are permanently assigned to fire duties, and the remaining 23 men engage in combined police and fire duties. The city has not experienced any special disadvantages with its program. It is felt that the integrated department is more economical than the standard two-department system.

Granby, Quebec (27,000). This city has always had an integrated department. The department consists of 26 employees. No further information is available.

Montreal-East, Quebec (5,200). This city has 22 public safety officers. The public safety officers work a 48-hour week with five men on each shift. The public works employees assist in fire fighting. Fire training is given twice a month, and police training is given once a week. Equipment consists of two police cars, two fire pumpers, and one ladder truck.

Mount Royal, Quebec (16,000). This city has had an integrated fire department since its incorporation. No further information was reported.

Rimouski, Quebec (15,000). In March, 1957, this city completely integrated its police and fire department. Up to that time the department was partially integrated with two firemen on duty supplemented by policemen. The firemen have been replaced and two policemen hired. At a fire the policemen perform the first stages of operations and bring the necessary equipment. The fire chief, who is the director of the department, responds to an alarm with members of the public works department, trained in fire fighting, and they relieve the policemen. There is one training period a week for both the policemen and the public works employees. Fire calls are not numerous, and the additional policemen strengthen the patrol activities of the city.

Sainte Foy, Quebec (13,000). This city integrated its police and fire departments as a means to increase public safety protection without a large increase in expenditures. The plan was sold to the council over a 12-month period on the argument of the number of idle man-hours of the firemen that could be used effectively. Before integration, the fire department included 11 men while the police department had only four. The new department has 15 men of which only three devote full time to fire duties. The policemen's work week of 80 hours and the firemen's work week of 76 hours were reduced to 56-1/2 hours. Wages were raised approximately 38 per cent. A police patrol car responds to all alarms and tries to bring the fire under control before arrival of the fire apparatus.

Saint Jerome, Quebec (23,000). This city abandoned its traditional integrated police-fire department in 1950. Prior to that time it had been in operation for 30 years. The city states that two separate departments are now easier to administer and produce better results. Both departments are still under a single director and one assistant director. The police department has two lieutenants, one detective, and 13 patrolmen who work a 48-hour week. The fire department has two captains and 12 firemen who work a 60-hour week. On the first fire alarm five firemen respond with one apparatus. On the second alarm all off-duty firemen respond with the second fire apparatus. In case of a general alarm, all policemen who are not on duty respond with the third apparatus. A radio police car responds to all alarms and directs traffic, evacuates occupants, and takes the injured to the hospital.

Saint Lambert, Quebec (14,000). This city has 17 policemen trained as firemen and 20 volunteer firemen. The equipment for the fire department consists of a 600 gpm pumper, a 500 gpm front mount pumper, a 500 gpm civil defense pumper, a 300 gpm portable pump, an emergency vehicle, a ladder truck, and a civil defense rescue truck. The equipment for the police department consists of one motorcycle and two station wagons with first aid material, stretchers, and so on.

Shawinigan Falls, Quebec (29,000). This city has had an integrated public safety department since its incorporation in 1901. The department has a director, two captains, seven sergeants, two detectives, and 45 public safety officers. All personnel are trained in police and fire subjects. The department has two aerial ladders, two hose wagons with pumps, and four radio-police cars. The main advantage of the combined system is economy. In the past five years only 1 per cent of the department's activities have been spent on actual fire fighting services. This does not include the time given for fire protection. The city has available public work personnel to direct traffic if an unusual number of public safety officers are needed at a fire.

Sherbrooke, Quebec (62,000). This city had an integrated police and fire department until 1942 when the two departments were made separate units. Since abandonment several groups of citizens from time to time have requested a reconsideration of integration, but the city council has not acted. The council has discussed the assigning of firemen to rush hour traffic control, but no action has been taken because of objections from both the police and fire departments.

Trois-Rivieres, Quebec (57,000). This city has had a fully integrated public safety department since 1911 which now has 99 men. The department is divided into four divisions: administration, service, detective, and fire-police. A director of public safety has over-all jurisdiction. A deputy chief and a captain are in command of the city's two fire-police stations. These officers work during the day shift but are on call at all times. Each of the two stations is manned by three platoons, and each platoon has one lieutenant, one sergeant, and 12 men. Seven men usually are on duty at the station while five men are on patrol. The men are rotated every hour and one-half between patrol and station duty. The work week consists of 56 hours. A platoon works seven 11-hour days followed by five days off, and seven 13-hour nights followed by two days off.

Valleyfield, Quebec (25,000). This city has had an integrated police and fire department for a number of years. The plan has operated satisfactorily with economic savings in salaries. No further information was reported.

Other Canadian cities, all in the province of Quebec, which have been reported as having police and fire integration programs are: Asbestos, Drummondville, Grand'Mere, Joliette, Kenogami, La Tuque, Levis, Longueuil, Montreal North, Riviere du Loup, Saint Agathe des Monts, Saint Jean, Saint Joseph d'Alma, Saint Laurent, Sorel, and Thedford Mines.

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1. *Fire Service Manual*. Glencoe, Illinois. June, 1956. 29pp. (Rules and regulations pertaining to fire personnel under an integrated program).
2. *Integration Fact Book, 1957*. Fire Fighters Union, Local No. 544, Peoria, Illinois. 1957. 36pp. (Contains reports of 13 articles and memorandums opposing integration. Some of the articles are listed separately in this bibliography. See items 28, 30, 33, 41, and 50).
3. *Integration of Police and Fire Services in Port Huron, Michigan*. Citizens Research Council of Michigan, 810 Farwell Building, Detroit 26. 1957. Part I, 23pp. Part II, 14pp. \$1 each. (Part I discusses the theory of integration, the public safety problem as it exists in the city, and how integration would be applied to provide the best service at lowest cost. Part II discusses the present structure of the police and fire departments with various recommendations for improving public safety without integrating).
4. Charles S. James. *A Frontier of Municipal Safety*. Public Administration Service, 1313 East 60 Street, Chicago 37. 1955. 169pp. \$4. (A basic reference on the principles pertaining to police and fire integration. Includes model charts and tables pertaining to operations and organization).
5. Charles S. James. *Police and Fire Integration in the Small City*. Public Administration Service, 1313 East 60 Street, Chicago 37. 1955. 85pp. \$2. (A basic and popular reference on this subject. Includes model report forms pertaining to operations).
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8. *Proceedings of the 81st Conference*. International Association of Fire Chiefs, 232 Madison Avenue, New York 16. 1954. pp. 181-183. (Contains resolutions opposing integration adopted at the Houston, Texas, conference).
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11. *A Report on the Possible Integration of Public Safety Services in Shorewood*. Public Administration Service, 1313 East 60 Street, Chicago 37. April, 1956. 47pp. (Reviews the police and fire operational and staff services, provides some background material on integration, and recommends an integrated department of public safety. Contains organization charts, estimated costs, salary schedule, and shift arrangements. This report is not for sale. A limited number of copies may be available for loan to qualified individuals upon application to the office of the city manager, Shorewood).

12. *Why We are Opposed to Integration of Fire and Police Department.* International Association of Fire Fighters, AFL-CIO Building, 815 Sixteenth Street, N. W., Washington 6, D. C. Undated. 15pp. (Contains reprints of articles listed in items 45 and 50 of this bibliography. A legal opinion by a Madison, Wisconsin, law firm on the effects of integration on the Wisconsin fire and police pension plans also is presented).

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(Not all of these may be available for general distribution)

13. Cap-de-la-Madeleine, Quebec. "Convention Collective de l'Association des Policiers et Pompiers." January, 1956. 5pp. (The organization and rules of the police and fire department written in French).
14. Evanston, Illinois. "A Cooperative Police-Fire Program." September, 1957. 3pp. (A brief summary of the utilization of police and fire manpower in that community).
15. Fort Lauderdale, Florida. "Security Patrol." Undated. 3pp. (Gives a resume of the results of the use of a special police patrol trained in fire fighting. Describes how the program is organized, the complaints it handles, and the equipment it carries).
16. Glencoe, Illinois. Variousy dated. Variousy paged. (A series of administrative reports, surveys, statistics, news releases, magazine articles, and letters compiled since the conception of the integration program).
17. Grosse Pointe Shores, Michigan. "Combined Police and Fire System." Undated. (A one-page description of the municipality's integrated program).
18. Highland Park, Illinois. "Supplemental Report on Police and Fire Manpower Utilization." June, 1957. Unpaged. (A report to the city council with recommendations for beginning fire training for policemen).
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45. "Neale, Underwriters' Chief, Says Integration of Fire and Police Departments Never Worked," *International Fire Fighters*. May, 1956, p. 10. (Speech made at the 28th Annual Fire Department Instructors Conference, Memphis, Tennessee, pointed out that the program was unworkable and limited to a few suburban communities).
46. *New York Times*. March 17, 1957. Section one, p. 51. (News dispatch outlining the Dearborn, Michigan, police and fire integration program).
47. William H. Petersen. "Combined Public Safety Operation," *GRA Reporter*. Governmental Research Association, 684 Park Avenue, New York. Second Quarter, 1957, pp. 22-24. (A general review on integrations using as examples the programs in Oak Park and Grosse Pointe Woods, Michigan).
48. H. G. Pope. "Organization of Fire and Police Services in Small Cities," *Public Management*. May, 1951, pp. 98-104. (Specific suggestions on why and how police and fire services can be consolidated in smaller cities).
49. "Police, Firemen will Air Grievances in Oak Park, Michigan." *International Fire Fighters*. June, 1957, p. 3. (Reprint of a newspaper article describing demands of public safety employees for better pay and working conditions).
50. Fred Shepperd. "Fire and Police Separation." *Fire Engineering*. May, 1954, p. 393. (An editorial listing Hawthorne, California, as a city that abandoned integration after eight years of operation, 1943 to 1951).
51. "With the Editor," *Fire Engineering*. November, 1950, p. 895. (Editorial article on the integrated program in Sunnyvale, California).

